

PROVINCE OF SASKATCHEWAN



10-11

ANNUAL REPORT

MINISTRY OF
HIGHWAYS AND
INFRASTRUCTURE

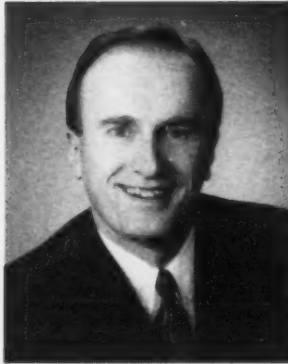


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Further information about the Ministry's key programs and this report can also be found online at **www.highways.gov.sk.ca**

Letters of Transmittal



His Honour, The Honourable Dr. Gordon L. Barnhart

Lieutenant Governor, Province of Saskatchewan

May it please your Honour:

I respectfully submit the Annual Report of the Ministry of Highways and Infrastructure for the fiscal year ending March 31, 2011. This report details the Ministry's alignment with Government's **vision for a secure and prosperous Saskatchewan, leading the country in economic and population growth, while providing opportunity for a high quality of life for all.**

The Ministry's appropriated budget for 2010-11 was \$551 million, including a \$250 million capital program. The expenditures dedicated to highways, roads and transportation infrastructure were 35 per cent greater than the provincial on-road fuel tax revenues. In 2010-11, the Ministry accomplished the Government's four year commitment of investing \$1.8 billion in highways and transportation in only three years. The Ministry's expenditures over the three years were: \$623.7 million in 2008-09, \$599.8 million in 2009-10, and \$628.3 million in 2010-11. Through these investments, the Ministry has made significant progress in the delivery of its Transportation for Growth Strategy. This strategy's goals are to grow industry, improve local communities and provide safe highways for travellers and shippers. The investments were in response to the direction set by Government, and also in alignment with the mission of the Ministry of Highways and Infrastructure: to optimize the role of transportation as it relates to the economic and social development of Saskatchewan.

Throughout this past year the Ministry focused on economic growth by not only improving highways and building new infrastructure, but by improving the regulatory framework for the trucking industry. Working through the New West Partnership, the Ministry was able to harmonize rules for commercial carriers across the three Western provinces by amending The Vehicle Weight and Dimension Regulations, 1999. This change improves the productivity of carriers operating B-train truck tractor and semi-trailer combinations, and assists in creating a barrier-free trade zone and investment climate. The Ministry also invested in creating a high clearance corridor across the province from Saskatoon to the Alberta border on Highway 7, and Melville to Rosetown via Highways 15 and 4. Beyond simply improving the route, the Ministry also simplified the process for shippers by instituting a permit structure rather than having shippers arrange for utilities to be raised or cut with each move. In fulfilling Government's direction, the Ministry is taking a multimodal approach to enhancing the transportation network, and looking forward with a customer focus to improve the services that the Ministry is delivering.

Based on these successes and Government's commitments, the Ministry will continue to work strategically to improve the provincial transportation system with a focus on sustaining economic growth, enhancing motorist safety and achieving organizational excellence.

A handwritten signature in dark ink, appearing to read 'Jim Reiter'.

Honourable Jim Reiter

Minister of Highways and Infrastructure



Honourable Jim Reiter

Minister of Highways and Infrastructure

Dear Sir:

I have the honour of submitting the Annual Report of the Ministry of Highways and Infrastructure for the fiscal year ended March 31, 2011.

In 2010-11 the Ministry's focus on providing the public a safe and secure highway network was evident, as the Ministry proved once again that it was up to the task of keeping the highways safe and accessible. This involved cleaning up after winter storms that gave parts of the province the most snowfall recorded in years, and repairing damage from flooding destroyed infrastructure vital to the efficient movement of traffic. For example, when Highway 1 near

Maple Creek washed out after a surprise flood moved through the normally dry area on June 19, the Ministry was on the scene repairing and replacing infrastructure and offering alternate routes to keep traffic moving safely.

As part of the Ministry's Transportation for Growth Strategy, the Ministry contributed to Saskatchewan's economic growth through continuing construction on major projects that support economic development and enhanced motorist safety. These include the new interchange at Lewvan Drive and Highway 1 in Regina, the West Regina Bypass, the Yorkton Truck Bypass and the St. Louis Bridge replacement. Once complete, these multiple year projects will assist in delivering the transportation infrastructure capacity this province deserves in order to keep it strong and growing. The Ministry also completed many highway upgrades through the Rural Highway Strategy and Repaving programs, including 262 km of rural highway upgrades and 348 km of repaving work. The Ministry supported safety through the Bridge and Culvert Strategy by completing work on 31 bridges and 82 culverts.

I assure that this report is complete and accurate and reliably details the operational activities, and financial accountability of the Ministry of Highways and Infrastructure.

A handwritten signature in dark ink, appearing to read 'R Penny'.

Rob Penny

Deputy Minister of Highways and Infrastructure

Introduction

This annual report presents the Ministry's activities and results for the fiscal year ending March 31, 2011. It reports to the public and elected officials on public commitments made and other key accomplishments of the Ministry.

Government's Direction and Budget for 2010-11 were about finding balance: responsibly managing expenditures, ensuring a solid revenue base, minimizing debt levels, and ensuring everyone can benefit from the province's economic prosperity. The Ministry of Highways and Infrastructure worked diligently to contribute to providing the balanced, forward-looking, and responsible approach of Government set forth in the 2010-11 Budget. The Ministry focused on key priorities such as delivering the federal government's Infrastructure Stimulus Fund projects that assisted in improving the quality of 469 kms of highway throughout the province in 2010-11. The Ministry also continued enhancing the network with multiple year capital projects, and worked to lower the barriers to trade and development in the province.

Through its Transportation for Growth Strategy, the Ministry dedicated its capital budget to providing improvements on highways and bridges, on partnerships such as the Municipal Roads for the Economy Program (MREP), multiple agreements with municipalities through the Urban Highway Connector Program (UHCP), and assisting community airports as well as the shortline rail industry with grants to improve their capital infrastructure. The Ministry worked to deliver its strategy with a balanced investment approach that delivered funding for road maintenance, rural highway upgrades, and continued to advance the national highway system through the ongoing development of twinned lanes between Saskatoon and Prince Albert. The Ministry's capital infrastructure accomplishments in 2010-11 also brought in \$94.8 million in federal revenue.

In 2010-11, the Ministry assisted in improving municipal transportation infrastructure through the MREP, investing \$47 million in rural transportation infrastructure. The Ministry paid the \$23.5 million budget to the Saskatchewan Association of Rural Municipalities (SARM) in quarterly installments, and advanced an additional \$23.5 million in 2010-11 through supplementary estimates. The advanced funding for the 2011 construction season was provided in the 2010-11 fiscal year, ahead of the tabling of the provincial budget in order to get a head start on planning and pre-construction work. The UHCP invested in projects in eleven municipal communities, as well as contributing to the maintenance of member communities connectors. Projects were completed in Humboldt, Moosomin, and Swift Current, among others, and the Ministry signed agreements to improve Highway 1 East at Victoria Avenue in Regina and multiple improvements in Saskatoon on Circle Drive.

In review of the Ministry's 2010-11 Plan and how it aligned with Government's growth, security and promises goals, this annual report will highlight the Ministry's contribution to Government's vision. It will identify how the Ministry's building of roads, bridges and a seamless transportation system is creating opportunities and benefits for Saskatchewan people.

Alignment with Government's Direction

Our Government's Vision

A secure and prosperous Saskatchewan, leading the country in economic and population growth, while providing a high quality of life for all.

- The Ministry is investing in infrastructure to the benefit of the current economy, as well as investing in infrastructure aligned with the future needs of a growing Saskatchewan.
- The Ministry is committed year-round to providing a safe and secure transportation network that ensures the smooth and expedient movement of people and goods.

Government's Goals

Sustain Economic Growth for the benefit of Saskatchewan people, ensuring the economy is ready for growth and positioning Saskatchewan to meet the challenges of economic and population growth and development.

- The Ministry of Highways and Infrastructure supports this goal through investing in an integrated rural highway system, urban highway connectors, new gateway transportation infrastructure and developing northern transportation infrastructure. These initiatives foster growth in the resource sector and social mobility. The Ministry also invests in multi-modal infrastructure, such as regional airports and shortline rail.

Secure Saskatchewan as a safe place to live and raise a family where people are confident in their future, ensuring the people of Saskatchewan benefit from the growing economy.

- Saskatchewan is provided with a safe and reliable highway system by the Ministry of Highways and Infrastructure through effective maintenance and repaving, rehabilitating bridges and culverts, along with utilizing targeted educational campaigns and enforcement activities for the transportation industry and the public.

Keep Government's Promises and fulfill the commitments of the election, operating with integrity and transparency, accountable to the people of Saskatchewan.

- The Ministry of Highways and Infrastructure is pursuing partnerships with the federal government, urban communities and rural municipalities in order to maximize support for infrastructure, as well as incorporating best practices to ensure financial and operational transparency and accountability.

Ministry Overview

The mission of the Ministry of Highways and Infrastructure is to optimize the role of transportation as it relates to the economic and social development of Saskatchewan.

The Ministry manages and provides for the future development of an integrated provincial transportation system which supports economic growth and prosperity for Saskatchewan. Our infrastructure investments are guided by strategic transportation policy and incorporate operating and maintenance practices which promote the safe and efficient movement of people and goods.

Saskatchewan's road network consists of 26,288 km of highways, including 10,240 km of asphalt concrete pavements, 4,483 km of granular pavements, and 5,416 km of thin membrane surface (TMS) highways, 5,869 km of gravel highways and 280 km of ice roads.

In 2010-11, the Ministry had 1,479 employees stationed in 99 Saskatchewan communities. Ministry crews are responsible for most surface repair activities like crack filling, sealing and patching. They provide snow and ice control, pavement marking and gravel location services. Ministry crews also repair and replace signs, some small bridge and drainage structures and operate the Saskatchewan River ferries and 17 northern airports. Responsibilities for carrying out the Ministry's mandate are distributed among the Ministry's three divisions and the Communications Branch.

Through its Operations Division, the Ministry is responsible for managing the province's 26,288 km of highways, 785 bridges, over 62,000 culverts including 400 large culverts, 12 ferries and 17 northern airports. This includes delivering preservation and operating programs for these assets. Operations Division manages all design and construction activities for contracted preservation and capital projects, as well as operational and maintenance programs.

Preserving the transportation system involves preventative maintenance and management of provincial highways, bridges, airports and ferries to ensure a sustainable transportation system is available for the safe, orderly and efficient movement of people and goods. Paved, gravel and TMS highways are sustained through annual surface repair and preventative maintenance activities. Preventative maintenance and regular repair are also required to ensure bridges stay in service up to or beyond their design life.

Operating the transportation system involves the delivery of a wide range of services to ensure the safe, orderly and efficient movement of people and goods. This includes pavement marking, signing, lighting, mowing, snow and ice control, as well as ferry and airport operations. Related operational services such as traffic engineering, preservation and engineering services are provided. Also included is the enforcement of transportation legislation for provincially-owned infrastructure and provincially-regulated shortline railways.

Operating the province's highway network is facilitated by traffic counting and operational support services including developing and administering engineering standards and policies for road design, construction management, roadside development, access management, traffic guidance, signing standards, road safety (e.g. speed limits, access, etc) and the utilization of aggregate resources (pit locating and quality testing and control). Professional and technical expertise is provided to rural municipalities concerning the municipal road network.

Policy and Programs Division is responsible for developing the policy network system plan and third party programs that are implemented by the Ministry. A safe, efficient, and reliable transportation system directly and indirectly benefits all Saskatchewan residents. Saskatchewan's economy is dependent on trade which requires a competitive and globally accessible transportation system. Developing transportation policy includes working with other jurisdictions, industry stakeholders and shippers to ensure that legislation and regulatory

frameworks encourage efficiency and effectiveness throughout the system among the transportation modes (road, rail, air and marine). This includes developing new methods and technology to improve the movement of goods. Transportation planning includes working with stakeholders in the pursuit of defining network system needs and strategically investing transportation resources towards garnering economic and social returns for communities throughout the province.

Corporate Services Division provides budgeting, programming, forecasting, financial reporting, quality management systems and geographical information systems to the Ministry. This division is responsible for the Information Management Office, performance management, enterprise risk management, technical management and administrative services related to property acquisition and disposal.

Communications Branch is responsible for strategic communications, education and awareness programs aimed at promoting public and highway worker safety.

Key stakeholders

The groups with a primary interest in working with the Ministry to improve transportation are:

Area Transportation Planning Committees (ATPCs)

The ATPCs provide local input on regional strategic transportation issues and advise provincial and municipal governments on transportation issues based on social and economic goals of the area. There are 11 committees across the province, which generally include representation from rural and urban municipalities, First Nations, Regional Economic Development Authorities, Saskatchewan Urban Municipalities Association, Saskatchewan Association of Rural Municipalities, the Ministry and other major regional stakeholder groups. The Ministry considers them a key stakeholder and works closely with individual ATPCs on local and regional transportation issues and with the ATPCs Chairpersons Committee on a variety of broader provincial transportation issues.

Saskatchewan Association of Rural Municipalities (SARM)

SARM represents the interests of rural municipal governments in Saskatchewan. The Ministry considers SARM a key stakeholder for transportation issues related to rural Saskatchewan. The municipalities represented by SARM are also responsible for providing road infrastructure and the Ministry works closely with SARM and rural municipalities to address road transportation issues at a local and regional level and grain transportation issues at a provincial and federal level.

Saskatchewan Urban Municipalities Association (SUMA)

SUMA represents the interests of urban municipal governments in Saskatchewan. The Ministry considers SUMA a key stakeholder for provincial transportation issues that impact urban Saskatchewan. Urban municipalities are also responsible for providing transportation infrastructure and the Ministry works with SUMA and urban municipalities to address local and jurisdictional transportation issues.

First Nations

The Ministry is working with First Nations to build capacity in road building trades and to improve access to their communities. This will help fulfill the Ministry's mandate to optimize the role of transportation as it relates to the economic and social development of Saskatchewan.

Saskatchewan Heavy Construction Association (SHCA)

The SHCA represents Saskatchewan's road building and heavy construction industry on a federal, provincial and municipal level. They are a key service provider because their members complete the majority of the road construction activity tendered by the Ministry. The Ministry and SHCA work together to address issues related to industry capacity, construction standards and practices, contract delivery, construction quality and material specifications.

Saskatchewan Aviation Council (SAC)

The SAC has been improving aviation in Saskatchewan for the past two decades. Today, SAC is the province's single most influential voice in aviation. The Ministry worked closely with SAC in the development of the Community Airports Partnership (CAP) program. The Ministry's CAP program is designed to provide capital contributions to rehabilitate and upgrade the network of strategic regional community airports.

Consulting Engineers of Saskatchewan (CES)

The CES represent the consulting engineering industry in Saskatchewan. The Ministry considers them a key stakeholder since their members provide technical transportation engineering consulting services, including transportation planning, environmental assessments, road design, construction management and testing services.

Association of Professional Engineers and Geoscientists of Saskatchewan (APEGS)

The APEGS is the licensing body in Saskatchewan which regulates the practice of engineering/geosciences. APEGS self regulation protects both the public and the environment by ensuring high standards of engineering/geosciences practice and education in Saskatchewan. APEGS mandate and obligation to undertake this role is laid out in The Engineering and Geoscience Professions Act. Members work in a variety of sectors, such as manufacturing, construction, utilities, resources and transportation.

Saskatchewan Trucking Association (STA)

The STA represents the Saskatchewan trucking industry. The Ministry considers them a key stakeholder since their members are key users of the provincial highway system. The Ministry consults with the STA on provincial and inter-provincial vehicle weight and dimension regulations and other trucking policy issues.

Saskatchewan Shortline Railway Association (SSRA)

The SSRA represents all of the provincial shortline railways with the goal of identifying and addressing common issues and challenges facing this transportation sector. The Ministry has worked closely with the Saskatchewan Shortline Railway Association in the development of the Shortline Railway Sustainability Program.

Canadian Council of Motor Transport Administrators (CCMTA)

The CCMTA is a non-profit organization comprised of representatives from the provincial, territorial and federal governments of Canada. Through the collective consultative process, the CCMTA makes decisions on administration and operational matters dealing with licensing, registration and control of motor vehicle transportation and highway safety. It also comprises associate members whose expertise and opinions are sought in the development of strategies and programs.

Canadian Automobile Association (CAA)

The CAA represents provincial motorists who are primary users of the provincial highway system. The Ministry considers them a key stakeholder because they are a group that represents a segment of provincial motorists.

Saskatchewan Safety Council (SSC)

The SSC is a non-government, non-profit charitable organization dedicated to preventing injuries and fatalities in the province. Through training, education and advocacy, the SSC works to make safety a priority for everyone. Its scope has grown over the years to include four divisions: Traffic, Occupation, Farm, and Home and Community. Each division offers comprehensive safety training programs, campaigns, materials and consulting throughout Saskatchewan.

Canadian Pacific (CP) and Canadian National (CN)

Class 1 Railways are the largest operating railways in the country. They are seen as industry leaders and are at the forefront of the latest technologies and newest locomotives on the market. CP railway has over 8,500 miles of rail lines in Canada and provides rail and intermodal freight transportation services coast to coast in North America, as well as logistics solutions for businesses worldwide. CN railway's Canadian network stretches across over 14,800 route miles across Canada.

Progress in 2010-11

The Ministry of Highways and Infrastructure supports Government's goal to sustain Economic Growth for the benefit of Saskatchewan people. This is to ensure the economy is ready for growth and positions Saskatchewan to meet the challenges of economic and population growth and development.

Contribute to economic growth through investment in an integrated strategic rural highway system

Results

- Through the Rural Highway Strategy (RHS):
 - At the end of March 2011, the Ministry completed construction on fourteen projects for a total of 262 km of rural highways upgraded through the RHS. The Ministry completed the upgrade of 60 km of rural highways from the 2010-11 budget and an additional 202 km through the federally funded Infrastructure Stimulus Fund. The Ministry was only able to complete 87 per cent of its target of 300 km due to the wet weather experienced during the 2010-11 construction year.
 - Some of the major upgrades through the RHS included work on the following:
 - Hwy 8 – North of Redvers to Fairlight;
 - Hwy 13 – Shaunavon to Eastend;
 - Hwy 23 – Carrot River to Pasquia River;
 - Hwy 40 – West of Battleford to Alberta Border;
 - Hwy 49 – Kelvington to Junction of Hwy 35;
 - Hwy 55 – Junction of Hwy 26 to 11 km East; and,
 - Hwy 219 – South of Whitecap Dakota First Nation.
 - The Ministry continues its consultations with the Saskatchewan Heavy Construction Association (SHCA) to build industry confidence and capacity. The multi-year release of rolling tenders is a direct response from these consultations and will enable a steady increase in industry capacity that will conclude with a successful delivery of the Transportation for Growth Strategy.
- All rural municipal road programs were consolidated within the Ministry of Highways and Infrastructure in 2009-10. This consolidation resulted in an improved strategic and complimentary approach to transportation investment in rural Saskatchewan. The Ministry realigned the programs into the Municipal Roads for the Economy Program (MREP) and signed an agreement with SARM to administer the program. A Program Management Board (PMB) with representation from SARM and the Ministry is responsible for overseeing the MREP program. The purpose of the MREP is to assist municipalities to improve their road network which in turn benefits both the trucking industry and the municipality.
- For the 2010 construction season, the Ministry and SARM jointly developed program arrays and allocated the \$23.5 million budget between the MREP components: the Heavy Haul Program, Clearing the Path Program, the Municipal Bridge Program and traffic counting.
- The Ministry paid the \$23.5 million budget to SARM on a quarterly basis at the end of each fiscal quarter. The Ministry also advanced an additional \$23.5 million in 2010-11 through supplementary estimates for MREP, bringing its total 2010-11 allocation to \$47.0 million. The \$23.5 million advanced funding for the 2011 construction season was provided in the 2010-11 fiscal year, ahead of the tabling of the provincial budget in order to get a head start on planning and pre-construction work.

Invest in new gateway transportation infrastructure to improve logistics and economic growth

Results

- Invest in the second year of the four-year accelerated twinning of Highway 11 by planning to open 30 km of new highway:
 - The Ministry was not able to open any of the planned 30 km of new highway on the twinning project in 2010. Despite working on the project throughout the construction season, the wet weather conditions in the province slowed progress and 12.74 km of grading was completed.
 - The Ministry completed and received federal and provincial environmental approvals in 2010; and the approval of the Environmental Protection Plan was received in February 2011. These approvals clear the way for project designs to be completed and work to progress in the final two years of the project delivery.
 - Work is on schedule for completion of the twinning between Saskatoon and Prince Albert in 2012 weather permitting.
- In 2010-11 the Ministry of Highways and Infrastructure invested in multi-year infrastructure projects such as:
 - **West Regina Bypass Stage 1 and 2**

Stage 1 – The majority of the upgrade to the existing Pinkie Road from Highway 1 to Dewdney Avenue was completed, with the surfacing of the highway shoulders all that is remaining to be accomplished.

Stage 2 – Based on more up-to-date projections of truck traffic to and from the Global Transportation Hub, the Ministry has revised its original construction schedule for the West Regina Bypass, approving the advancement of the interchange at Highway 1 and Pinkie Road in order to meet the anticipated growth. Funding originally allocated for the Bypass north of Dewdney will be reallocated to the interchange at Highway 1 and Pinkie Road, which will be built first. The interchange will allow for left-turns for vehicles to and from Highway 1 providing safer access to and from the West Regina Bypass for travellers and the trucking industry. In 2010-11 the Ministry began detailed designs and environmental approvals for the interchange as well as a railway overpass to be built on a new four lane roadway from Highway 1 to Dewdney Avenue.
 - **Highway 1 and Lewvan Drive Interchange**

Work on the roadway at the Lewvan Drive overpass began in August 2010. Pillars and embankments have been constructed, and the grading of the roadways has begun. The Ministry is planning to complete the project in line with its planned scheduled opening in the fall of 2011.

- **Yorkton Truck Route supporting industrial growth**

The first phase of the Yorkton West Truck Route was declared open for traffic on November 5, 2010. The \$8.2 million Phase 1 portion involved such construction work as: moving a 5.3 km long segment of Highway 16 about 400 metres south; re-aligning Highway 16 access to Grain Millers Drive; and re-aligning a portion of Grain Millers Drive. This work was done to accommodate truck movements safely to Grain Millers Drive and in and out of nearby canola crushing plants. Construction on this phase began in 2009.

Construction on the Phase 2 portion began in October and involves building a 3 km long bypass highway connecting Highway 16 and Grain Millers Drive to Highway 52, along with building turning lanes at the intersection of Highway 52 and the bypass highway. This project was not completed in 2010 due to the extremely wet construction season; however, this phase is expected to be open to traffic in 2011.

Partner with interested urban municipalities to assist with mobility of people and goods through urban communities

The Ministry acknowledges the provincial interest in partnering with urban municipalities for projects including upgrades, operations and maintenance. The Urban Highway Connector Program (UHCP) is designed to remove jurisdictional obstacles and address long standing transportation bottlenecks around major urban centres. Urban connectors form an essential part of both the national and provincial transportation system. Economic objectives are enhanced by providing seamless connections through urban communities that link to transportation corridors. The UHCP policy is based upon a funding contribution directly related to the provincial interest on the urban connector for urban municipalities with a population more than 1,000 south of the Northern Administrative District. Efficiencies and the public interest are best served by the free flow of traffic, including travel on urban connectors. The Ministry will partner with interested urban municipalities based on the provincial interest in the highway for the following key areas: Capital Investment, Routine Operation and Maintenance, Infrastructure Rehabilitation and Urban Transportation Planning Studies. The UHCP policy only applies to designated urban highway connectors. Fifty-eight municipalities are eligible to join the UHCP. Through discussions with municipalities and the Saskatchewan Urban Municipalities Association (SUMA), improvements to the program have been suggested. As a result, the Ministry has retained a consultant to undertake a comprehensive review of the UHCP and its policies. This will include in-depth consultation with both internal and external stakeholders in order to develop improvements for the UHCP.

Results

- Through the Urban Highway Connector Program:
 - In 2010-11 the Ministry continued to roll out the UHCP and interest in the program has increased. As of March 31, 2011, a total of 18 out of 58 eligible communities have signed UHCP Framework Agreements. Three communities joined in 2010-11, twelve communities joined in 2009-10 and three joined in 2008-09.
 - In 2010-11, approximately \$13.3 million was paid to communities participating in capital, rehabilitation or study projects, \$2.2 million was paid for work relating to accessing the Global Transportation Hub and \$1.3 million in grants were paid for operations and maintenance of the Urban Highway Connectors. The Ministry is currently reviewing the operations and maintenance grant rates and will be adjusting the rates and payments to communities upon ministerial review of the completed recommendations.

- Through the UHCP, the Ministry contributed to:
 - Widening of the Highway 5 connector (8th Avenue West) in Humboldt – completed in September 2010;
 - Rehabilitation of the Highway 8 connector and the old lanes of Highway 1 within Moosomin- completed in August 2010;
 - Highway 1 and 4 interchange at Swift Current – completed in September 2010;
 - The completion of four surface rehabilitation projects in Gravelbourg;
 - New traffic lights in Weyburn; and,
 - Transportation studies in the communities of Gravelbourg, Yorkton, Swift Current, and Kamsack.
- Through the UHCP, the Ministry advanced payments for projects in order to allow the communities to get a head start on the planning and delivery of connector improvements for:
 - The rehabilitation and detailed design of Victoria Avenue East in Regina, with work to begin in 2011;
 - Surface rehabilitations in Saskatoon on Circle Drive, Highway 16 and 11 improvements, and the Highway 7 and 14 interchange, with work to begin in 2011;
 - Twinning of the Highway 4 connector in Battleford, with work to begin in 2011.
 - Highway 17 improvements in Lloydminster, with work to begin in 2011; and,
 - Highway 6 connector improvements in Melfort, with work to begin in 2011.

Develop transportation infrastructure through the Northern Transportation Strategy to foster growth in the resource sector and promote social mobility

Results

- The Northern Transportation Advisory Committee (NTAC) met two times in 2010-11. The Committee has developed a long-term plan for northern highway infrastructure which provides the priority for investment into 54 northern highway segments using an evaluation process agreed to and supported by the advisory committee members. NTAC approved the prioritization for the Northern Transportation Strategy (NTS) which includes multiple modes of transportation including airports. The report on a northern transportation infrastructure review written by McNair Business Development was presented to NTAC.
- The Ministry developed a draft for a Northern Basic Safe Access Policy.
- The Ministry continues to work with the federal government for infrastructure investment that includes road projects supporting economic development in the north (2010 Mandate Letter).
- In 2010-11, the Ministry invested \$36.2 million in the North for operations, maintenance and construction of northern roads and airports, achieving 71 per cent of its funding target for the North. The \$14.5 million variance is the result of major projects being deferred due to inclement weather and contractor availability.

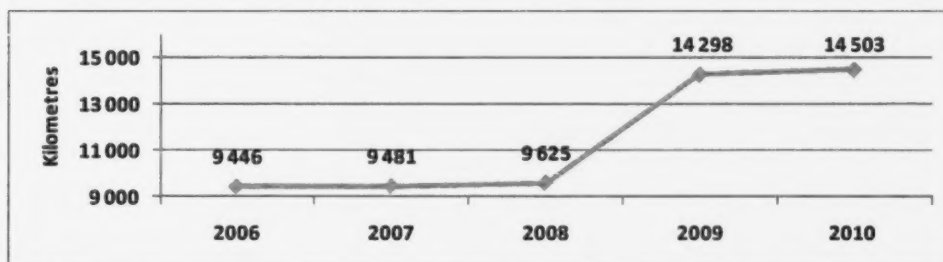
Invest in multi-modal infrastructure such as regional airports and shortline rail

Results

- Through the Community Airport Partnership (CAP) program, capital contributions to rehabilitate and upgrade the network of strategic regional community airports in southern Saskatchewan are provided by the Ministry. For approved projects, 50 per cent of the eligible cost is available for funding from the Ministry; the remaining 50 per cent is to be covered by the applicant. The Ministry provided eight grants totaling \$500,000 to community airports, which will generate \$1 million in airport rehabilitations. The approved grant recipients in 2010-11 were Carlyle, Wynyard, Estevan, Swift Current, Yorkton, North Battleford, Humboldt, and Maple Creek airports.
- The Shortline Railway Sustainability Program (SRSP) provides grants to provincial shortline railways to assist in sustaining track infrastructure. The provincial government provides 50 per cent of the cost of approved projects to eligible shortlines in the form of a conditional grant. The remaining 50 per cent of the project cost is the responsibility of the applicant. The Ministry committed a total of \$500,000 in conditional grants to nine different applicants. The grant recipients in 2010-11 were Southern Rails Co-operative, Carlton Trail Railway, Red Coat Road and Rail, Great Western Railway, Thunder Rail, Wheatland Rail, Fife Lake Railway, Torch River Rail and Great Sandhills Railway.
- In its continuing support of shortline railways the Ministry has been providing advisory services, feasibility studies and information on the Railway Line Loan Program (RLLP) to several shortline startup groups interested in purchasing rail lines. The RLLP provides interest free, 15-year loans (with no payment for three years) for 32 per cent of the value of rail lines purchased by local stakeholders. The Ministry did not provide any new loans in 2010-11.

Measurement Results

Cumulative kilometres on the provincial highway system accommodating primary weight truck haul



Data Source: Ministry of Highways and Infrastructure, Information Management Office

This measure indicates the Ministry's progress towards increasing the amount of primary weight highways in the province. Primary weight expansion is a key component of the Ministry's Rural Highway Strategy and for a competitive provincial economy. This measure aligns with the Ministry's strategy to contribute to economic growth through investment in an integrated strategic rural highway system. At the end of 2010 there were an estimated 14,503 km of primary weight highways in the province.

On July 1st 2009 Saskatchewan's primary weight highway system increased by approximately 50 per cent. The corridors added to the primary system were identified through an extensive analysis of the secondary weight highway system. Primary weights became available on the additional highways on a nine-month basis annually (July-March). For a listing of the expanded system please see the Ministry's Primary Weight Expansion Map at www.highways.gov.sk.ca/capitalplan.

Primary weight is a measure of weight per axle and total weight of a truck as determined by a truck's configuration. With the expansion of large trucks travelling throughout the province, the Ministry is continually working to create sustainable corridors and an integrated network that provides efficiency to the trucking industry. The ability to haul at primary weights can increase trucking efficiency by 15 per cent to 45 per cent, depending on truck configuration. Enhancing the efficiency of the trucking industry increases Saskatchewan's attractiveness as a place to do business, and creates opportunity for companies to reinvest and grow their activities in Saskatchewan.

Measurement Results

Cumulative per cent of twinned highway opened to traffic

This measure aligns with the Ministry's strategy to invest in new gateway transportation infrastructure to improve logistics and economic growth. It is significant to the Ministry because twinning initiatives increase mobility and safety on the National Highway System (NHS). In February 2009, the Ministry committed to accelerating the twinning on Highway 11 to be completed in four years. The measure provides an indicator of progress in delivering Government's twinning commitments.

The Ministry was not able to open any of the planned 30 km of new highway on the Highway 11 twinning project in 2010. Despite working on the project throughout the construction season, the wet weather conditions in the province slowed progress. When a portion of twinning opens to traffic, it contributes to the cumulative percentage open for that corridor. The performance measure is calculated by dividing the cumulative length opened for traffic for each corridor by the length to be completed for each corridor. When the twinning on a corridor is completed, its cumulative percentage opened to traffic is 100 per cent. The wet weather and resulting inability to open any of the planned 30 km resulted in the Ministry's cumulative per cent of twinned highway opened to traffic on Highway 11 remaining at 28 per cent in 2010-11 with no change from 2009-10.

The Ministry has a high level of influence over this performance measure because it is responsible to develop a schedule that will complete the twinning within the identified time frame. Weather and contractor progress can, however, influence performance results in any given year.

The twinning of Highway 11 is an important Gateway Corridors project. Gateway Corridors improve transportation infrastructure that result in increased productivity by reducing congestion and delays, as well as connecting the province to national and international economies and markets. Gateway Corridors are the major emphasis for the infrastructure funds available under the federal government's Building Canada Fund. The completion of the twinning of Highway 11 from north of Saskatoon to Prince Albert is the current twinning priority and will add approximately 100 km of divided highway to the NHS after project completion. Twinning of Highway 11 positions this corridor as our gateway to the north. For a map of the NHS please see www.highways.gov.sk.ca/sask-maps.

The Ministry of Highways and Infrastructure supports the Government's goal to Secure Saskatchewan as a safe place to live and raise a family where people are confident in their future, ensuring the people of Saskatchewan benefit from the growing economy.

Provide effective maintenance and rehabilitation on bridges and culverts to contribute to public safety

In 2010-11, the Ministry was in its third year of a long-term funding program to address the backlog of bridges and culverts requiring maintenance due to their poor condition, ensuring public safety as well as avoiding structure failures. The Ministry is taking a risk management approach to ensure that the bridges and culverts that are in the most need of replacement or rehabilitation will be completed as necessary.

Results

- The Ministry completed 25 bridge replacements in 2011-12 including four bridges cost-shared with the federal government's Infrastructure Stimulus Fund (three bridges on Highway 1 West of Chaplin, and one bridge at Cut Knife Creek on Highway 40). Seven of the 25 bridge replacements completed were bridges replaced with culverts. Some of the 25 replacements were:
Hwy 13 at Battle Creek;
Hwy 13 at Lodge Creek;
Hwy 18 at Antler River;
Hwy 20 at Last Mountain Lake Outlet; and,
Hwy 165 at Wuchewun River.

The Ministry fell short of its goal of 36 bridge replacements due to construction capacity issues, navigable water approvals and weather delays resulting from high water levels and flows due to above normal precipitation during the construction season. These delays resulted in the carry over of bridge projects into the 2011-12 fiscal year. Navigable water issues require federal regulatory approval to meet navigation requirements prior to commencement of bridge projects.

- At the end of March 2011, the Ministry met its target of completing major rehabilitation of six bridges. Some of the rehabilitations were:
Hwy 1 West of Rush Lake;
Hwy 4 at Eagle Creek;
Hwy 49 East of Preeceville; and,
Hwy 56 at Qu'Appelle River.
- In 2010-11, the Ministry replaced 82 culverts and wood box drainage structures as part of the Ministry's strategy to ensure public safety on the highway through the inspection and replacement of culverts and wood box drainage structures that are beyond their lifecycle.
- At the end of March 2011, the Ministry had inspected 396 bridges, which amounts to 51 per cent of the Ministry's inventory. High water levels prevented inspections on the remaining planned bridge inspections.

- The Ministry has developed a culvert inspection program to assist in the condition ranking and decision making ability of the Ministry's project engineers. To develop the program the Ministry has inspected and rated a sample of the approximately 62,000 culverts on the highway network. The inspections included evaluating the presence of corrosion, distortion of cross-section, and distortion of alignment of the culvert. The culvert inspection procedure will be included in the Ministry's Asset Management Manual when complete and will be utilized within a Culvert Management Strategy. The Ministry will be allocating resources to complete culvert inspections in 2011 in accordance with the proposed culvert inspection program.
- In 2010-11 the Ministry continued the replacement of the St. Louis Bridge. The new bridge will be built 1.6 km east of the existing St. Louis Bridge. New roadbeds are to be constructed in the 2011 and 2012 construction seasons, with the new bridge deck being built and paved in 2012 for a late fall opening. Work completed in 2010-11 includes:
 - Design work for the embankments, shear keys, granular filter, and the majority of the bridge structure and foundations.
 - The Ministry completed project proposals and received approvals from Transport Canada concerning the Navigable Waters Protection Act, the Department of Fisheries and Oceans, and Saskatchewan Environment.
 - The Ministry tendered and completed the first phase of the south embankment.

Support public safety and effective stewardship through effective maintenance and repaving

Results

- The Ministry completed 348 km of repaving during the 2010 construction season. This total includes 267 km cost-shared with the federal government through the Infrastructure Stimulus Fund. The 348 km accomplishment represents reaching 87 per cent of the Ministry's planned target.

Some of the major upgrades included:

Hwy 1 – West of Piapot – 20 km of work;

Hwy 2 – North of Imperial – 17 km of work;

Hwy 4 – South of Hwy 959 to 15 km North of Alcott Creek – 16 km of work;

Hwy 16 – Springside to 2 km West of Insinger – 33 km of work;

Hwy 17 – North of Lloydminster – 23 km of work; and,

Hwy 49 – East of Lintlaw to East of Kelvington – 23 km of work.

- In 2010-11 the Ministry worked on developing a Highway Hierarchy for Preservation that contributes to having a new preservation strategy developed. The development of the hierarchy included consultations with stakeholders. A pilot study of road surface tolerability for multiple types of highways has also been conducted. A preservation strategy working committee, which is co-chaired by representatives from Operations and Policy Division, focused the development of the preservation strategy to ensure the work is aligned with the Government's social and economic goals. The development of the preservation strategy is expected to be completed in the summer of 2011. The co-chairs are continuing to work with consultants and Ministry executives to ensure that the project is on track for completion and the original terms of reference and project proposal are accomplished.

- The Ministry delivered the annual Safety Improvement Program (SIP) to support public safety. The SIP is utilized to fund minor safety improvements such as guard rail installations, crosswalks, turning lanes and delineation lights. Delivery of the program in 2010-11 included 15 completed projects. Miscellaneous projects within the south, central and northern regions were also completed. At the end of March 2011, the total amount invested on SIP projects was \$1.7 million with an additional \$1.8 million of work-in-progress carried over into 2011-12.
- As of March 31, 2011, the Ministry completed 20,790 km of centreline marking and 28,278 km of edgeline marking; this represents 100.3 per cent of centreline and 103.7 per cent of edgeline targets. Pavement marking consists of the marking of centre lines, edge lines, lane lines, intersection layouts and pavement signs. These markings provide delineation of traveled ways and direction, denoting safe passing zones and lanes to be used for turning movements. The Ministry aims to paint these lines on an annual basis to ensure that traffic delineation is visible to provide a safe directional flow of traffic. Pavement markings are generally renewed once a year with priority according to highway classifications, especially where lines are completely obliterated. Pavement markings on principal and some regional highways, especially at intersections, interchanges and near urban or built-up areas may require more than one application per season.

Ensure safety and ongoing performance of the transportation system through targeted educational campaigns and enforcement activities for the transportation industry and the public

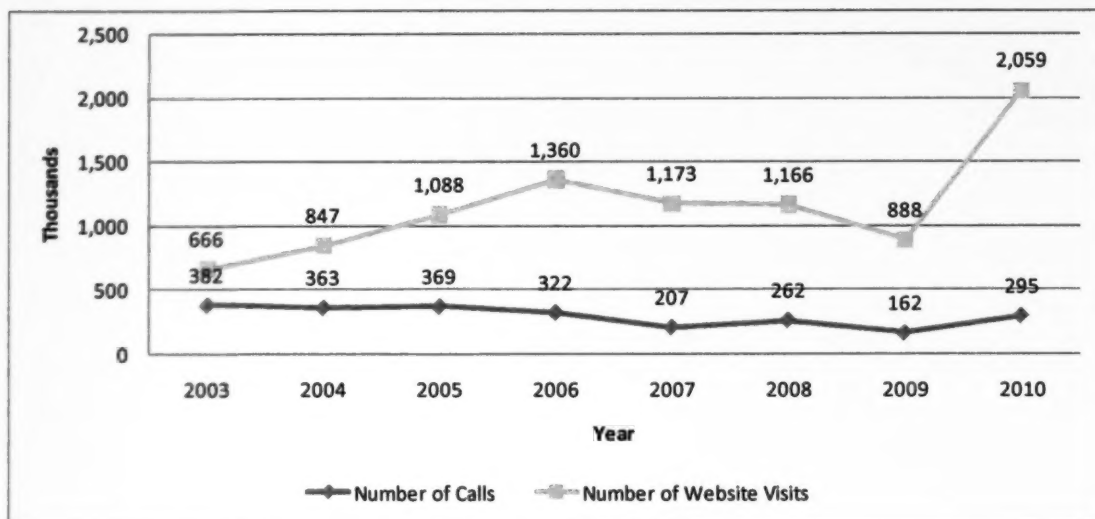
Results

- Each year, along with the other provinces and territories, Saskatchewan participates in Roadcheck, a 72-hour concentrated safety inspection blitz held across Canada. Roadcheck has both enforcement and awareness benefits. As well as detecting unsafe vehicles and drivers, it provides an opportunity to educate the motor carrier industry and the public as to the importance of safety in large vehicles. In the 2010-11 fiscal year, the Ministry's Transport Compliance Branch participated in the International Roadcheck on June 8 - 10 at Moosomin and Lloydminster, conducting 594 inspections with 87 (14.6 per cent) vehicles and 11 (1.9 per cent) drivers taken out of service. When a vehicle and/or driver are placed out of service it is due to being in violation of the legislation within an Act or its regulation. Before the vehicle and/or driver can leave they must first come into compliance with that regulation. When a vehicle is taken out of service there may be a fine and any equipment infractions must be repaired before the vehicle can be moved. When a driver is taken out of service there may be a fine and the driver must remedy their infraction before being allowed to operate a vehicle again. Driver infractions include items such as improper licensing or log book violations. Compliance to the regulations preserves the lifecycle of the network as well as reduces the level of investment by taxpayers.

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- In 1996, the Ministry's Transport Compliance Branch, in partnership with Saskatchewan Government Insurance and the Saskatchewan Professional Driver Safety Council implemented a program entitled "Operation Air Brake" which combines awareness and enforcement activities to deal with air brake adjustment problems. Out of adjustment air brakes reduce the braking capacity for large vehicles and further inhibit their stopping distance, which under ideal conditions is already twice as far as that for cars and other smaller vehicles. This increases the risk to other users of the road and the driver of the vehicle itself. The 2010-11 Operation Air Brake blitz was held on May 5, 2010 in Regina and Saskatoon. Inspections took place on 180 vehicles with 13 (7.2 per cent) taken out of service. Weather and limited resources resulted in a reduced number of inspections and number of locations in 2010 compared to previous blitzes.
 - In the 2010-11 season, the Ministry provided reliable Highway Hotline services with minimal downtime between November and April. The Highway Hotline was fully staffed beginning November 1, 2010 and operated non-stop until the planned yearly ending of 24-hour service on April 9, 2011. However, the Hotline's 24-hour services were extended until May 30, 2011 in order to offer increased service for flooding issues faced in the spring of 2011.
 - The 2010-11 Orange Zone media campaign took place from June to October. The campaign combines billboards, radio, newspaper and online advertising, and was a partnership this year with the Saskatchewan Heavy Construction Association. The Orange Zone campaign reminds travellers that they must slow to 60 km/hr in the Orange Zone when passing highway workers and equipment. An Orange Zone begins when the presence of highway workers or equipment is marked by one of three signs which denote highway construction ahead.
 - The 2010-11 Snow Zone media campaign was launched in November 2010 and ran until March 2011. Blading snow off the road can create a mini blizzard or 'Snow Zone' around the snow plow truck, especially in windy conditions. The media campaign reminds travellers of this and recommends they slow down and proceed with caution when approaching a snow plow or when there is a decrease in visibility. Legislation passed in the spring of 2009 requires drivers to slow to 60 km/hr when passing a snow plow either stopped on the side of the road or in operation with warning lights flashing. The public education campaign featured a new creative and multi-media approach with new messaging. A new component of the Snow Zone campaign started in 2010 was the snowplow ride-along program, which allows reporters to accompany Ministry snowplow drivers to see first hand the complexity of clearing highways while traffic is moving.

Measurement Results

Calls and hits to the Highway Hotline



Data Source: Ministry of Highways and Infrastructure, Central Region

The Highway Hotline provides information about the transportation system to the travelling public, media, business and industry. During the operating months between November and April the Hotline provides current road information to media around the province, who in turn are able to provide very specific and up-to-date information to their audiences during storm situations. Motorists can access the Hotline through the Ministry's website www.highways.gov.sk.ca. The information provided most frequently applies to highway driving conditions, both summer and winter. Other information, such as weight restrictions, ferry information and clearances of bridges and structures is also available. The Highway Hotline is available every day of the year; however it is staffed 24 hours a day from November to April, coinciding with the winter/icy season.

The Ministry experienced a large increase in website visits to the Highway Hotline information with 2,058,824 website visits in 2010-11, up from 888,353 visits in 2009-10. The number of calls to the Highway Hotline also showed a significant increase with 295,411, up from 161,885 calls in 2009-10. Weather could be the major contributor to the increase, as many regions of the province received major snow events early in the winter season. The Ministry continues to bring awareness of highway conditions to the public allowing highway users to make informed decisions on travel, resulting in safer travel and reduced accident and injury rates.

The Ministry is able to influence the profile of the Highway Hotline by promoting it through major media campaigns, such as Snow Zone, Orange Zone and public relations activities. In 2011 the Ministry launched a Highway Hotline Facebook page, which provides the travelling public with information about road conditions and construction. The Facebook page provides the travelling public the opportunity to pass on information about highways to the Ministry as well, and this new social media tool continues to grow in popularity.

The Ministry is responsible for regularly updating road condition information on the Hotline to keep it relevant, which will attract repeat calls or website visits. However, the Ministry has little influence over whether or not people choose to take precautions as a result of consulting the Hotline.

The Ministry aims for continuous improvement of the Highway Hotline services to increase their user-friendliness. In 2010-11 the Ministry began developing and testing applications for personal handheld devices and started developing a new interactive mapping application interface to be found online. The Ministry also made changes to its current interactive online map that incorporates some of the practices and styles recommended by the Transportation Association of Canada (TAC). The Ministry is currently taking further TAC recommendations under consideration.

Measurement Results

Per cent of National Highway System in "good" condition

	2010	2009	2008	2007
National Highway System	97%	94%	94%	94%

Data Source: Ministry of Highways and Infrastructure, Engineering Standards

By measuring the per cent of the National Highway System (NHS) in "good" condition, the Ministry will show progress toward the desired result of maintaining or improving the surface condition of the paved surface. This measure demonstrates the Ministry's work towards the Government's security goal by supporting public safety and effective stewardship through effective maintenance and repaving.

To determine if a pavement is in good condition, the Ministry uses a combined measurement of the road's rutting and ride, which is based on measurements and analysis conducted by the Ministry. On pavements rated "good", the road user would experience a smooth, comfortable ride with minimal ponded water in the wheel paths.

As the NHS began with a high percentage in "good" condition it is difficult to increase this result. It is accomplished through medium treatments such as micro surfacing and overlays accomplished through the preservation program, as well as repaving. The size of the NHS and the increase in the lane kilometres due to twinning are balanced by the work accomplished by the preservation program to maintain the status quo. Factors such as contractor progress, fluctuating input costs and the length of the construction season are outside the Ministry's control, but influence the results of this measure.

As measured in the fall of 2010, the NHS had 97 per cent of its total 3,870 km in "good" condition. Approximately 135 km of the NHS was repaved in 2010 through the federal Government's Infrastructure Stimulus Fund (ISF). The additional repaving the ISF allowed the Ministry to accomplish significantly contributes to the percentage "good" increase witnessed between the measurements in 2009 and 2010.

The Ministry of Highways and Infrastructure supports Government's goal to keep Government's Promises and fulfill the commitments of the election, operating with integrity and transparency, accountable to the people of Saskatchewan.

Pursue partnerships with the federal government to maximize support for infrastructure

Results

- Through its negotiations with the federal government to maximize support for infrastructure investment, the Ministry has committed the federal government to invest approximately \$665 million in federal cost-shared funding (2010 Mandate Letter).
- As of March 31, 2011, the Province and the federal government have signed all planned federal funding agreements. In 2010-11, the Ministry on behalf of Highways and Infrastructure and Municipal Affairs administered \$132.8 million in revenue from its negotiations and contracts with the federal government.

2010-11 Revenue (\$ millions)			
Federal Program	MHI*	MA**	Total
Building Canada Fund – Base	25.0	15.0	40.0
Building Canada Fund – Major Infrastructure Component	12.9	0	12.9
Gateways and Border Crossing Fund	3.6	0	3.6
Infrastructure Stimulus Fund	53.1	23.0	76.1
Other	0.2	0	0.2
Total	94.8	38.0	132.8

*MHI is Ministry of Highways and Infrastructure; **MA is Municipal Affairs

- The Ministry of Highways and Infrastructure is responsible for the administration of the Building Canada Plan (BCP) Infrastructure Framework, Economic Action Plan, and other federal infrastructure programs on behalf of the Province.
- The BCP Infrastructure Framework Agreement was signed in April 2008 between Saskatchewan and Canada, which committed the federal government to invest in the Province's infrastructure projects over seven years starting in 2007-08.

Provincial/Territorial (P/T) Base Fund

The P/T Base Funding is also referred to as the "equal per jurisdiction funding." Saskatchewan, and each of the provinces and territories, was to receive \$175 million over a seven year period (\$25 million per year). This funding addresses national infrastructure priorities as well as non-core NHS infrastructure (in the first year only) and safety related rehabilitation of infrastructure in all categories. The Ministry renegotiated the federal agreement to accelerate the funding received by the Province over the seven year period.

Building Canada Fund (BCF) – Major Infrastructure Component

Projects under the Major Infrastructure Component have a national, provincial or regional impact and generate significant benefits in terms of a growing economy, a cleaner environment or stronger communities. Projects include the Highway 1 and Lewvan Drive Interchange and Highway 11 twinning.

Gateways and Border Crossings Fund

The Gateways and Border Crossings Fund is a merit based program where eligible projects will enhance economic competitiveness, productivity and facilitate international commerce. The Regina West Bypass projects will receive funds under this federal program.

- As part of the Ministry's strategy to pursue partnerships with the federal government to maximize support for infrastructure, the Ministry delivered on negotiating the ISF projects that were part of the federal government's Economic Action Plan. The Ministry was required to advance construction ready projects from its long-term plan in order to deliver on the requirements that all funding for these projects is incremental to the provincial government's budget, and all projects be completed by the extended deadline of October 31, 2011. For project work completed in 2010-11, the Ministry is expecting that its ISF investments will return \$53.1 million (\$48.3 million in Capital Enhancement and Capital Rehabilitation and \$4.9 million in the MREP). Coupled with the Ministry of Municipal Affairs, investments will return \$76.1 million to the General Revenue Fund.
- Payment of \$229,000 was received from the federal government's National Safety Code program.
- The Ministry continues to lead strategic transportation policy development on behalf of the Province and coordinate policy support with multiple inter-jurisdictional committees and groups including the Policy Planning Support Committee, the Pacific Northwest Economic Region Annual Summit and the Midwest Legislative Conference. Work continues on the western freight forecasting table in support of the national freight forecast model. The Ministry, in collaboration with the Ministry of Agriculture, is reviewing and developing the Saskatchewan rail policy to establish a current policy framework and level of service.
- The Ministry continues to work with Manitoba, Alberta, other Saskatchewan ministries, Canada Border Services Agency, the Transport Canada Prairie Border Working Group, as well as, northern tier states of Minnesota, North Dakota, Montana and Oregon on matters affecting the Canada-US border on the prairies. The work includes coordination of future infrastructure design and investments at the Portal/North Portal border crossing and the closure of the port at Big Beaver.
- In 2010-11, the Ministry's Policy Branch continued to work on the New West Partnership agreement which was launched on April 30, 2010. The New West Partnership is an ambitious agreement that will create Canada's largest interprovincial barrier-free trade and investment market. -
- The New West Partnership is a trade agreement that was signed by the Premiers of British Columbia, Alberta and Saskatchewan. The Ministry supports the trade agreement by jointly undertaking to remove barriers that restrict or impair trade and mobility between the three provinces in surface transportation.
- The Ministry has been working with Saskatchewan Government Insurance to harmonize the trucking and roadway regulations with other jurisdictions (2010 Mandate Letter) in support of the New West Partnership. Together with Alberta and British Columbia, the Ministry has formed a project team to capture inputs from industry to assist in the development and prioritization of the harmonization process. A report on proposed solutions and implementation plans has been prepared and reviews will take place in the 2011-12 fiscal year.

- The three provinces are collaborating to harmonize transportation policy, regulation and practices with the intent to improve competitiveness and productivity, attract business investment, support and build capacity for innovation, and strengthen and diversify the economy of the western provinces.
- The provinces of Manitoba and Saskatchewan signed a memorandum of understanding on February 11, 2011 to work towards harmonization of policies and regulation for commercial vehicle operations to reduce barriers to enhance regional competitiveness and reduce costs for shippers and buyers.

Incorporate business and industry best practices to ensure financial and operational transparency and accountability

Results

- As part of a Government commitment all of the fuel tax collected by the Province is dedicated to highways, roads and transportation infrastructure (2007 Mandate Letter). The 2010-11 expenditures dedicated to highways, roads and transportation infrastructure was equivalent to 35 per cent greater than the fuel tax revenues collected.
- The Ministry continues to encourage innovation by supporting infrastructure research and professional development through the Saskatchewan Centre of Excellence for Transportation and Infrastructure (SCETI).
 - As part of the its Technical Innovation Strategy, the Ministry is evaluating the design and application of warm-mix asphalt and hot-in-place asphalt, as well as fibre reinforced seal coat properties in conjunction with highway preservation work.
 - The Ministry's commitment to professional development was accomplished through the training activities that were delivered in conjunction with SCETI. These activities included a Mechanistic Pavement Design course and a Warm-mix Asphalt Design and Evaluation course that was delivered in May 2010. Future professional development opportunities still to be delivered through SCETI include a Hydrological course.
 - The Ministry has fulfilled its three-year, \$3 million commitment to SCETI. In 2010-11, the Ministry made its final \$1 million payment to the University of Saskatchewan. The Ministry will continue to work with its strategic partnerships on projects through SCETI in an effort to develop innovative infrastructure solutions that will meet the demands of increasingly aging infrastructure.
- The Ministry's Transportation Policy and Programs Branch performs highway network system planning, working to coordinate investment decisions made through the Ministry's five-year rolling capital plan and delivered through the Infrastructure Enhancement and Infrastructure Rehabilitation program. The second public release of the five-year rolling capital plan was June 30, 2010. The Ministry is on target to release the third phase of the plan in 2011.
 - The five-year plan consists of the Ministry's five main capital portfolios: Gateway Corridors, Urban Highway Connector Program, Rural Highway Strategy, Northern Transportation Strategy and a continuing focus on system stewardship. The provincial budget dictates the pace of the work, however, delivering the public five-year rolling capital plan creates transparency of the Ministry's plans allowing industry, local communities and the construction and road building communities to plan for the future.

Improve the effectiveness and efficiency of the Ministry's programs and services so as to ensure the best use of public funds

Results

- The Ministry's Quality Management Program (QMP) is an initiative based on the values of organizational excellence and commitment to enhanced quality and continual improvement, as well as aligning with the provincial government's goal for a professional public service. Through the QMP, the Ministry is working towards an Enterprise Management System (EntMS) that will integrate quality, environmental and occupational and health management standards. A Quality Management System (QMS) based on ISO 9001:2008 will be the first system to be implemented and will form the foundation on which the other systems will be based. When fully developed, the QMS will create a more effective, efficient and accountable environment that will contribute to the success of the strategic goals of the Ministry. A phased-approach has been used by the QMP to assess the readiness of the Ministry to adopt a QMS, to develop some aspects of the QMS required by ISO 9001:2008, and to begin implementation of certain criteria of ISO 9001:2008.
- The Ministry accomplished its second phase of the QMP at the end of June 2010. The phase 2 project charter included establishing the governance structure of the QMP, a risk assessment to identify and mitigate risks that could have an impact on meeting the goals of the QMP, conversion to the Administrative Records Management System/Operational Records System within specified branches, as well as completing gap analyses within six branches and programs to compare the Ministry's processes with the quality management standards of ISO 9001:2008.
- The phase 3 project charter was developed in December 2010. This phase included the following deliverables: construction tender process ISO gap analysis, project risk management process ISO gap analysis, identification of the Ministry Core Services map, the Ministry's expense forecasting process map, two Lean projects as part of the Public Service Commission's Lean Initiative, and beginning to close the gaps identified in phase 1 and phase 2 charters.
- The QMP committee also presented a recommendation to executive in January 2011 to begin implementation of an EntMS starting with a QMS based on ISO 9001:2008. Executive agreed with the recommendation and development. Implementation will begin in 2011.
- QMP continues to support and utilize various improvement tools and methodologies, such as Lean, the Commission on Accreditation for Law Enforcement Agencies and the Project Management Body of Knowledge that work toward the continuous improvement of the Ministry's processes.

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- Modifications to the project risk management process including the structure of the risk development, the risk register document and the continuous involvement of project managers will better align the Ministry with Project Management Institute (PMI) standards.
 - The Ministry conducted research into best practices regarding the effectiveness of a project risk process. Improvements to the reporting methods are being developed and reviewed. A continued analysis will take place to develop a method to measure the effectiveness of the Ministry's risk mitigation plans.
 - As part of the Government's Public Service Renewal strategy, the Ministry is participating in the government-wide Lean initiative to ensure value for money of its programs (2010 Mandate Letter). With the goal of continuous improvement and to provide the highest level of service to the public, the Ministry has reviewed a number of its program's processes to identify improvement and changes that will result in a more efficient and effective organization.
 - The Ministry continued to utilize Lean methodologies throughout the organization in 2010-11 in the spirit of continuous improvement. Six successful Lean events took place in 2010-11, with all events identifying improvements and changes to current processes to become more effective and efficient.
 - The Ministry's Fleet Services conducted an event at its Swift Current repair depot and at its Meadow Lake satellite repair shop.
 - Bridge Services conducted an event regarding its single trip permit process.
 - An event involving all three divisions was conducted to determine the Capital Program's process.
 - The Signing Unit and Pavement Marking Unit conducted their own event to identify improvement changes to become more efficient and effective.

2010-11 Financial Overview

In 2010-11, the Ministry received \$301.1 million for Vote 16 and \$250.3 million for Vote 17 for a total of \$551.4 million.

In Vote 17, the Ministry can carry funding for projects not completed over to the next fiscal year. The Ministry's budget to actual expenditure variance is considered "work in progress" as these funds are required for project completion. The Ministry began 2010-11 with \$250.3 million in new funding and had \$110.1 million of work in progress from previous years. Work in progress is a result of having a multi-year capital plan for major projects. This benefits the Ministry by allowing contractors to plan well in advance and secure workers and equipment which leads to better pricing from the industry and results in a confident industry environment that leads to capacity growth.

Expenditures

Program	2009-10 Actual (\$000s)	2010-11 Budget (\$000s)	2010-11 Actual (\$000s)	Variance 2010-11 Budget to Actual (\$000s)	Variance Explanation
Vote 16:					
Central Management and Services	20,700	21,310	20,598	(712)	
Minister's Salary (Statutory)	44	45	45	0	
Executive Management	951	954	899	(55)	1
Central Services	5,297	5,130	4,767	(363)	1
Accommodation Services	14,408	15,181	14,887	(294)	2
Strategic Municipal Infrastructure	62,412	46,128	69,456	23,328	
Municipal Road Initiative	20,040	0	0	0	
Municipal Roads Strategy	15,000	23,500	47,000	23,500	3
Municipal Bridges	11,710	0	0	0	
First Nations Roads Pilot Projects	4,535	0	60	60	
Strategic Partnership Program*— Road Management	2,908	4,460	5,080	620	4
Urban Connectors	7,571	17,518	16,816	(702)	5
Shortline Railway Sustainability Program	498	500	500	0	
Traffic Counting	150	150	0	(150)	
Operation of Transportation System	91,777	86,787	99,412	12,625	
Winter Maintenance	26,798	25,396	34,575	9,179	6
Road Safety and Traffic Guidance	26,585	23,571	25,961	2,390	7
Operational Services	21,750	21,407	22,902	1,495	8
Transport Compliance	5,142	6,038	5,383	(655)	1
Ferry Services	3,755	3,496	3,649	153	9

Program	2009-10 Actual (\$000s)	2010-11 Budget (\$000s)	2010-11 Actual (\$000s)	Variance 2010-11 Budget to Actual (\$000s)	Variance Explanation
Airports	2,317	2,532	2,500	(32)	
Information Technology Services	5,430	4,347	4,442	95	
Preservation of Transportation System	150,653	138,563	128,447	(10,116)	
Surface Preservation	139,992	127,220	117,914	(9,306)	10
Regional Services	10,661	11,343	10,553	(810)	1
Transportation Policy and Programs	4,684	3,782	3,692	(90)	
Machinery and Equipment (Capital)	9,838	4,500	4,642	142	11
16 – Subtotal (Appropriation)	340,064	301,070	326,247	25,177	
Special Warrant*		29,500			
16 – Subtotal (Appropriation)	340,064	330,570	326,247	(4,323)	
Capital Asset Acquisitions	(14,051)	(9,372)	(8,452)	921	12
Capital Asset Amortization	92,267	111,241	109,675	(1,566)	13
16 – Total Ministry Expense	418,280	432,439	427,470	(4,969)	
Custom Work Net Recovery	(2)	0	(221)	(221)	14
16 – Total Custom Work Net Recovery	(2)	0	(221)	(221)	
Vote 17:					
Infrastructure Rehabilitation – includes 2009-10 carryover**	80,828	110,332	111,371	1,049	15
Infrastructure Enhancements – includes 2009-10 carryover**	178,873	247,203	190,921	(56,282)	15
2010-11 Reinstatement of 2009-10 Budget Reduction (Infrastructure Rehabilitation)**		2,889		(2,889)	
17 – Total Ministry Capital Appropriation**	259,701	360,414	302,291	(58,123)	
Total (Appropriation)	599,765	690,984	628,317	(62,667)	

* The Ministry received Special Warrant funding to advance payment of \$23.5 million for the Municipal Roads for the Economy Program, as well as \$6.0 million to fund the increased cost associated with snow removal and ice control for road safety.

**Includes 2009-10 Vote 17 work in progress funding of \$107.225 million.

*** The Ministry was allocated its 2009-10 frozen budget reduction in Infrastructure Rehabilitation of \$2.889 million.

Explanations of Major Variances:

1. Decrease largely due to vacancy management and other administrative savings.
2. Decrease in capital construction projects not completed at March 31, 2011.
3. Increase due to the advanced funding of the 2011-12 Municipal Roads for the Economy Program.
4. Increase is due to additional projects undertaken in the Strategic Partnership Program.
5. Decrease is due to the level of activity undertaken in the Urban Highway Connector Program.
6. Winter maintenance costs exceeded the budget due to the incremental costs associated with the lengthy winter season.
7. Increase in program costs due to a number of landslide repair costs in various locations across the province.
8. Increase associated with funding of the Saskatchewan Centre for Excellence in Transportation Infrastructure and an increase to transportation planning studies undertaken in 2010-11.
9. Increase is due to Ferry repair costs and new lighting at various locations.
10. Increase of additional capital equipment purchases made in 2010-11.
11. Decrease to planned maintenance work not completed due to poor weather and a reduction in aggregate inventory winter crushing work.
12. Decrease in capital construction projects not completed at March 31, 2011 and savings in other capital acquisitions.
13. Reduction in amortization is due to the year-end change in aggregate inventory valuation expense adjustment.
14. Increase due to net recovery on custom work completed in 2011-12.
15. Variance is due to work in progress on various capital rehabilitation projects and enhancement projects. The projects are planned to be completed in 2011-12.

2010-11 Revenues

The Ministry collects revenue relating to sale of crown lands or material on behalf of the Government. The Ministry also collects revenue from the federal government to reimburse the Province for infrastructure improvements completed under the federal-provincial cost shared infrastructure programs. All revenue collected is deposited in the General Revenue Fund. Below is a summary of the Ministry's 2010-11 budgeted revenue compared to actual revenue.

Revenues	2010-11 Budget (\$000s)	2010-11 Actual (\$000s)	Variance (\$000s)	Variance Explanation
Sales, Services and Service Fees	1,644	3,179	1,535	1
Transfers from Federal Government*	156,446	132,844	(23,602)	
Fed-Prov Cost Sharing Programs	0	0	0	
Infrastructure Stimulus Fund (ISF)	87,700	76,146	(11,554)	2
Provincial-Territorial Base Fund (P/T Base)	40,000	40,000	0	
Building Canada Fund – Major Infrastructure	18,200	12,853	(5,347)	3
Gateways and Borders Crossing Fund	10,546	3,616	(6,930)	4
National Safety Code	0	229	229	5
Transfers from Government Entities	50	0	(50)	
Total	158,140	136,023	(22,117)	

*Transfers from Federal Government include \$38 million received to reflect Municipal Affairs administered projects (\$15 million in P/T Base and \$23 million in ISF). This revenue was reported with the Ministry of Highways and Infrastructure since the agreement was signed by the Minister of Highways and Infrastructure.

Explanations of Major Variances:

1. Increase is due to an increase in land sales, material sales and other miscellaneous revenues.
2. The Infrastructure Stimulus Fund agreement was executed in 2009-10 and expired on March 31, 2011; however, projects have been granted an extension to be completed in 2011-12. The revenue reflects work completed on cost sharing projects. The reduction in revenue is due to project costs coming in under budget, and projects being partially deferred to 2011-12 due to poor weather.
3. Reduction in revenue is due to poor weather which resulted in the carry over of projects to 2011-12.
4. Reduction in revenue is due to projects being carried over to 2011-12 due to poor weather, delays due to the Environmental Assessment process, and the City of Regina undertaking the Dewdney Avenue project of the West Regina Bypass.
5. Increase is due to a new National Safety Code agreement signed in 2010-11.

2010-11 Full Time Equivalent Employees (FTE)

FTEs	
Budget	1,597.5
Actual Utilization	1,484.0
Variance	(113.5)

Explanations of FTE Variance:

As part of the Ministry's 2010-11 strategy to meet the Government's commitment of public sector renewal, the Ministry used vacancy management and other initiatives resulting in 113.5 FTE's not utilized.

Transportation Partnerships Fund

The Ministry is responsible for managing the Transportation Partnerships Fund (TPF).

The Ministry's Transportation Partnerships Program (TPP) generated \$2.6 million in revenue for the TPF.

The TPF invested \$0.5 million on transportation system improvements in 2010-11 and the TPF balance was \$8.8 million on March 31, 2011.

For More Information

If you have any questions or comments, we invite you to call (306) 787-4804, or contact:

Communications Branch
1200-1855 Victoria Avenue
Regina, Saskatchewan S4P 3T2

Or send us an e-mail through the Saskatchewan Ministry of Highways and Infrastructure website:

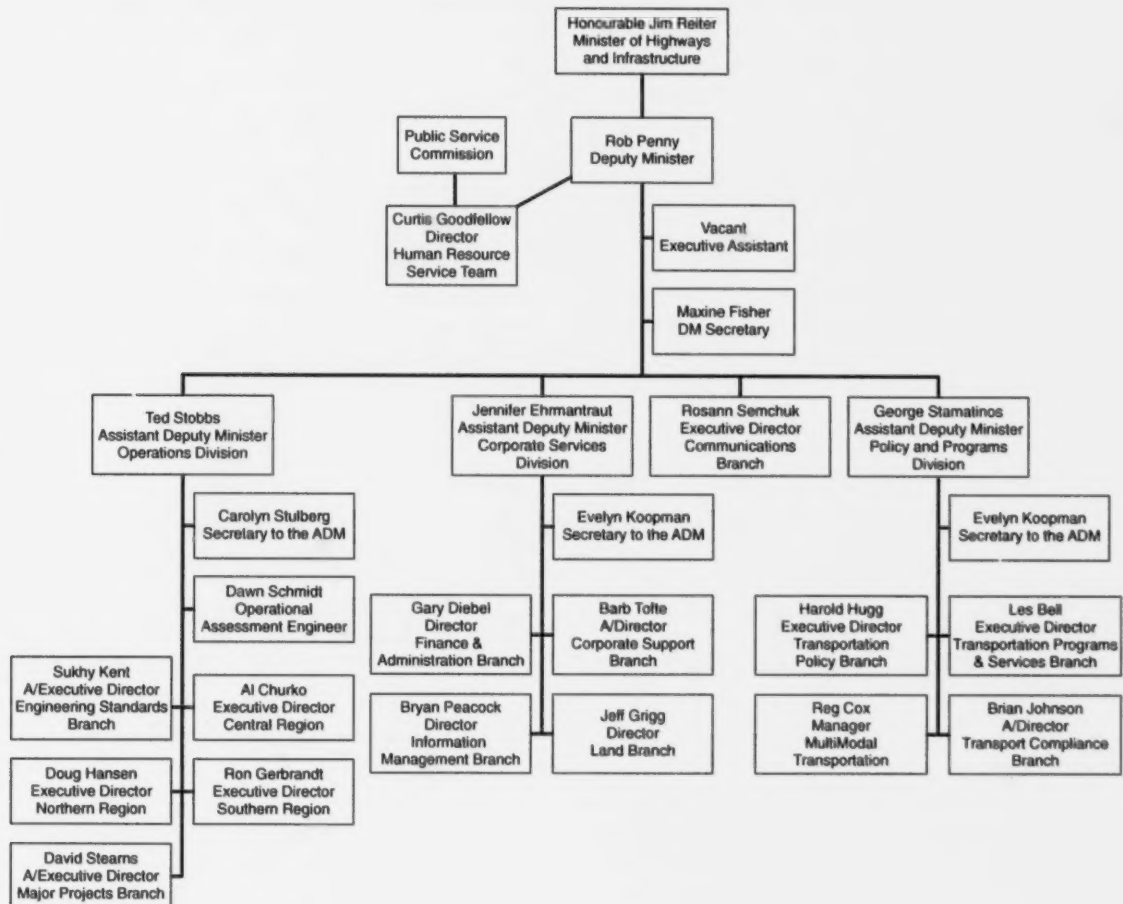
<http://www.highways.gov.sk.ca>

Visit our website to find out about:

- Road Conditions and Travellers Information
- Construction Projects
- Programs and Services
- Updated Tender Schedule

Appendices

Appendix A – Organization Chart (as of March 31, 2011)



Appendix B – Loan Disclosure

The Ministry administers the Shortline Railway Financial Assistance Program. Under this program, the Province can provide municipalities or local community groups that want to preserve rail service in their area with an interest free loan for the capital acquisition of rail infrastructure which is being abandoned. The potential shortline operator must have a business plan which demonstrates that the shortline railway is feasible. The loan is repayable over 15 years, with a discretionary three-year grace period.

To date, six loans have been made through this program. In 1999-00, a shortline railway company applied for a \$177,000 provincial loan and a \$177,000 Canada Agriculture Infrastructure Program (CAIP) grant. Both were approved and agreements finalized.

In 2004-05, a producer-owned company received a loan in the amount of \$1.76 million for the purchase of a rail network in the southwest area of the province. This loan was issued under the new regulations and funds were provided from the Transportation Partnerships Fund (TPF) and General Revenue Fund (GRF) on a 50/50 split.

In 2005-06, several local governments in southern Saskatchewan negotiated the purchase of a branch line. The local governments were granted a loan in the amount of \$240,000, with funding split between the TPF and the GRF.

In 2007-08, local governments in north-eastern Saskatchewan purchased a branch line and were granted a loan in the amount of \$256,000, with funding split equally between the TPF and GRF.

In 2008-09, local investors purchased a branch line in south-western Saskatchewan and were granted a loan in the amount of \$1,907,200, with funding split equally between the TPF and the GRF.

In 2009-10, local investors purchased a branch line in south-central Saskatchewan and were granted a loan in the amount of \$1,622,400, with funding split equally between the TPF and the GRF.

This loan program supports the Ministry's objective to invest in multi-modal infrastructure such as regional airports and shortline rail. A shortline railway reduces truck traffic since agricultural products are hauled long distances by rail, rather than by large trucks on the provincial highway system. Reducing the amount of heavy truck traffic helps the Ministry sustain the condition of rural TMS highways.

Shortline Railway Loans	2010-11 Budget (\$000s)	2010-11 Actual (\$000s)	Variance (\$000s)
Beginning Balance	2,740	2,740	-
Additions	0	0	-
Reductions	101	112	(11)
Ending Balance	2,639	2,628	(11)

Explanations of Variances:

The variance in actual reductions to the budgeted amount of reductions is a result of the timing of repayments received.

Appendix C – Legislation

The Minister of Highways and Infrastructure is responsible for the following Acts and Regulations:

The Highways and Transportation Act, 1997

The Wollaston Lake Barge Operation Regulations

The Controlled Access Highways Regulations

The Erection of Signs Adjacent to Provincial Highways Regulations, 1986

The Provincial Highways Designation Regulations, 1990

The Highways and Transportation Act Regulations (Autowreckers Licensing)

The Vehicle Weight and Dimension Regulations, 2010

The Security of Loads and Trip Inspection Regulations

The Dangerous Goods Transportation Act

The Dangerous Goods Transportation Regulations

The Engineering and Geoscience Professions Act

The Railway Act

The Final Offer Arbitration (Railway) Regulations

The Sand and Gravel Act

The Saskatchewan Grain Car Corporation Act

The Government Organization Act (not responsible for Act, three sets of Regulations)

The Shortline Railway Financial Assistance Regulations

The Department of Highways and Transportation Regulations

The Railway Line (Shortline) Financial Assistance Regulations (Enacted in June 2004)

